United Nations system CEB/2013/1

Chief Executives Board for Coordination

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Summary of conclusions

I. Introduction

1. The first regular session of 2013 of the United Nations System Chief Executives Board for Coordination (CEB), chaired by the Secretary-General and hosted by the World Tourism Organization (UNWTO), was held at the Hotel Meliá Castilla in Madrid in the morning of 5 April 2013.

2. Following the conclusion of the session, a private meeting of CEB was held at UNWTO headquarters in the afternoon of 5 April, during which CEB considered political, economic, social and human rights issues on the agenda of the United Nations.

3. A CEB retreat was held on 6 April at the Hotel Meliá Castilla. In the morning, executive heads exchanged views on the post-2015 process. In the afternoon, they held their first review of the implementation of the Millennium Development Goals at the country level.

4. The agenda of the first regular session was as follows:

1. Reports of the high-level committees:
   (a) High-level Committee on Management;
   (b) United Nations Development Group;
   (c) High-level Committee on Programmes:
      (i) Briefing on United Nations activities in combating illicit drugs and organized crime;
      (ii) Briefing on UN-Water.
2. Issues of system-wide concern: international migration and development.
3. Other matters.

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II. Reports of the high-level committees

A. High-level Committee on Management

5. The Chair of the High-level Committee on Management, Francis Gurry, recalled that the Committee had held its twenty-fifth session at the headquarters of the International Fund for Agricultural Development (IFAD) in Rome on 7 and 8 March 2013. He expressed thanks to IFAD for hosting the meeting.

6. The Committee had carried out an in-depth review of its strategic plan for 2013-2016, which it had adopted and was presenting to CEB for endorsement. The development of the new strategic plan had begun at a retreat convened on 14 and 15 January 2013 at the United Nations System Staff College in Turin, Italy. He expressed thanks to the Secretary-General for ensuring the participation in the retreat of his Chef de Cabinet, who had shared with the Committee the vision of the Secretary-General on management reform in the United Nations system.

7. A key objective for the Committee when preparing its strategic plan had been to adopt a more strategic and visionary approach to its work, through revised working methods, and to offer substantive support to the Secretary-General. He highlighted the context within which the United Nations system was called to operate: the need for swifter response to external demands; the widening field of other actors delivering support; possible managerial rigidities in addressing a higher demand for services; and the cost of the Organization's greatest asset, its workforce, which accounted for, on average, 70 per cent of total funding. Through its strategic plan, the Committee aimed to respond to such challenges by leveraging its professional talent and expertise to formulate and put forward far-reaching, action-oriented proposals.

8. The strategic plan aimed to bolster the commitment of Member States, as reaffirmed in General Assembly resolution 67/226, on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, to enhancing the relevance, coherence, effectiveness, efficiency, accountability and credibility of the United Nations system as a shared goal and interest by redesigning and operationalizing an administration and management function more adaptive and agile in delivering programmatic mandates.

9. He outlined some of the main priorities included in the strategic plan, emphasizing that the United Nations system organizations would from the outset be guided by the principle of preserving and fostering the safety and security of their staff, while remaining committed to responding to the ever-increasing demand for services, the deteriorating conditions for delivery of such services notwithstanding.

10. A fundamental challenge was to determine how to attract, retain and promote the talent necessary to deliver the broad spectrum of programmatic activity in the multitude of geographic locations in which the United Nations system operated. The Committee was pursuing that goal by engaging in a dialogue with the International Civil Service Commission (ICSC) in the context of its review of the conditions of service for United Nations system staff. The aim was to develop a proposal for a competitive and simplified compensation package that would enable the organizations to attract and retain staff of the highest calibre while reducing transaction costs. The review would also offer an opportunity to answer some key

questions concerning the characteristics of an international civil service best qualified to function in the new environment.

11. New technologies were opening entirely new horizons to reshape the operational models of United Nations organizations. The Committee was promoting the use of information and communications technology as an agent of change, improved knowledge management and increased collaboration within the system and with other partners.

12. When considering innovative business models, the Committee would seek to achieve measurable progress to enhance the environmental sustainability of United Nations operations and to broaden the scope and ambition of its already advanced agenda on joint or collaborative operations through successful pilot initiatives. Specifically, it would aim to rapidly move towards the development of options for the consolidation and/or pooling of support services.

13. The second generation of "Delivering as one" was expected to focus on managing and monitoring for results and ensuring increased accountability and improved outcomes. The Committee's work in that area would build on the considerable efforts and resources already dedicated to assisting United Nations country teams in their efforts to deliver as one. That work would, as it had theretofore, be conducted in full coordination with the United Nations Development Group (UNDG) and would specifically aim to enable the successful implementation of standard operating procedures.

14. In its strategic plan, the Committee had also placed high priority on coordinating work in the area of crisis preparedness and response, business continuity and cybersecurity. Concurrently, the Committee aimed to develop a consolidated and trust-based relationship with Member States on the level and quality of controls in place in the organizations to allow for rationalized oversight, more focus on key risks and better internal resource allocation.

15. Lastly, the Committee, in a complementary and coordinated effort with the High-level Committee on Programmes and UNDG, had aimed at developing the skills and capacity to leverage technology and adopt more direct, emphatic and compelling approaches to communication, including investments in data visualization tools to leverage the Organization's high-value digital data resources, so as to more effectively advocate the work of the United Nations system.

16. The Committee had heard a presentation by a leading expert on big data, which had aimed to explore possible avenues towards innovating with data and to understand how data could be the foundation for innovation. The Committee had agreed to explore that area further and proposed common action as part of its strategic plan with regard to open data policies, inventory and mapping of data, and development of taxonomies.

Intervention on the Information and Communications Technology Network

17. The Chair of the Information and Communications Technology Network of the Committee and Secretary-General of the International Telecommunication Union, Hamadoun Touré, noted that, although his comments stemmed from the discussions of the Committee, they had as much resonance with programmes as they did with discussions on administrative activities. Those were cross-cutting issues and the United Nations system needed to address them as such.

18. First, he commented on the call by the General Assembly in its resolution 67/226, on the quadrennial comprehensive policy review, for a study on the feasibility of enterprise resource planning interoperability, which he had agreed to lead on behalf of the Committee. Although it appeared to be a technical issue, the study would actually have a wide managerial impact by reviewing how the United Nations system could reduce its administrative overheads and make its programmes more effective and transparent.

19. The study would address how the operating support systems of United Nations organizations aligned their financial and staff rules and regulations with their individual processes and procedures. Accordingly, to make any headway in achieving the request made in the resolution, organizations would probably need to make changes to the way in which they operated, individually and together. The leadership for those kinds of changes could come only from executive heads and, in certain cases, would have to be addressed by the Member States represented in the respective governing bodies.

20. He was moving forward with a plan to form a high-level steering committee with representatives of agencies, Member States and the private sector to lead that effort. Discussions with Member States were under way and proving fruitful in terms of identifying both the key elements of the study and which Member States might be the most interested and engaged in the work. Appropriate private-sector entities with experience with the coexistence of multiple enterprise resource planning implementations had also been identified. While funding an activity of that magnitude — only the study, not any subsequent implementation — would present its own challenge, he was sure that CEB members would work together on pooling resources.

21. Looking to cybersecurity, he said that, on the management side, organizations were working to tackle the issue, but none had the capacity to do so alone. He therefore requested CEB members to work with him to create a system-wide response capacity. On the programme side, organizations needed to work with their partners to ensure a secure environment. CEB should focus on making that possible.

22. **CEB endorsed the report of the High-level Committee on Management and the Committee's strategic plan for 2013-2016 (see annex I).**

23. The Secretary-General said that he had received a letter from the Director General of the Food and Agriculture Organization of the United Nations (FAO), Graziano da Silva, on the current review by ICSC of the staff compensation system and on the timing for bringing the issue to the attention of CEB. He indicated that the ICSC review, which had just been announced, would be comprehensive and take some time to complete. He therefore sought and obtained the concurrence of CEB, also given its initial engagement with ICSC, **to task the High-level Committee on Management to follow the ICSC review closely and to report back to CEB at its second regular session of 2013.**

B. United Nations Development Group

24. The Chair of UNDG, Helen Clark, provided an overview of global UNDG developments by presenting the report of the UNDG meeting of 21 February 2013 and the UNDG strategic priorities for 2013-2016. She spoke about General

Assembly resolution 67/226, on the quadrennial comprehensive policy review, noting the considerable work that UNDG had invested in ensuring that the negotiations were well informed and reflected the value proposition of the United Nations system. The resolution was affirmative of the role of the United Nations development system and its many comparative advantages, which could not be taken for granted in the light of the fast-changing expectations and requirements of developing countries and an increasingly crowded development space. Member States wanted a United Nations development system that was more coherent, nimble, accountable and results-focused.

25. In that resolution, the General Assembly had provided the United Nations development system with a clear set of priorities that reflected the consensus reached at the United Nations Conference on Sustainable Development and provided the Organization with a strong mandate for working on poverty, equity and sustainability and for supporting countries in crises, in the aftermath of disasters and during various stages of transition. The Assembly had also underlined the importance of fulfilling official development assistance commitments and the centrality of core resources, even though the current funding environment required agencies to adjust their business models according to an increasing share of non-core funding. The Assembly had also emphasized that there was a need for a more strategic and coherent results culture throughout the United Nations development system. That required, in particular, robust results frameworks that demonstrated clear results chains, work on which was currently continuing within UNDG. The Assembly had, for the first time, endorsed "Delivering as one" and there had been a strong call for system-wide coherence, including strengthened joint programming, a strong resident coordinator system and accelerated reform of business practices. At the regional level, the Assembly had recognized the significant roles and functions of the regional UNDG teams and the regional commissions and the need to strengthen coordination and cooperation.

26. With regard to the follow-up to the resolution, most of the 178 mandates contained therein would probably require action by UNDG, which would result in a demanding workplan for it. The Secretary-General would be expected to submit his first report on the implementation of the resolution to the Economic and Social Council in June 2013. UNDG was working closely with the Department of Economic and Social Affairs of the Secretariat to ensure that the report was informed by the latest developments at the country level, while keeping the reporting burden to a minimum.

27. She presented the UNDG strategic priorities for 2013-2016, noting that they were aligned with the resolution and would give direction to the efforts of UNDG at the global, regional and country levels to facilitate a step change in the quality and impact of United Nations support at the country level. To deliver effective support to countries for sustainable, equitable and accountable development, UNDG would focus on four substantive areas: accelerating the achievement of the Millennium Development Goals and internationally agreed development goals; facilitating broad-based engagement in the global dialogue on the post-2015 development agenda; supporting sustainable recovery in crisis and post-crisis countries; and strengthening support for national capacity development and development effectiveness. Instilling a robust results culture throughout the system would be key to achieving those objectives. UNDG had recently made promising progress in that regard, resulting in a shift of emphasis from planning together to delivering joined-

up results. Enhanced focus and support for South-South and triangular cooperation would also be an important element of the UNDG strategy in that context. In terms of entry points for introducing the new generation of reform instruments, UNDG was planning to develop new United Nations Development Assistance Frameworks in more than 100 countries in the coming four years, which presented the United Nations development system with a unique opportunity to strategically reposition itself.

28. She provided an update on the status of the deliberations on system-wide cost-sharing of the resident coordinator system. While donors had previously borne a significant portion of the costs, development partners had indicated that they expected the United Nations funds, programmes and specialized agencies to cover the costs themselves as from 2014. She acknowledged the leadership of the Vice-Chair of UNDG, Hans d'Orville, who had been leading a UNDG task team to find a solution for a viable funding scenario and formula for system-wide cost-sharing. The task team had identified the core coordination functions that the system would need to deliver at the global, regional and country levels in response to requests from Member States and General Assembly resolution 67/226. The funding scenario had subsequently been refined in consultation with the Finance and Budget Network of the High-level Committee on Management.

29. At their previous meeting, held on 4 April on the margins of the current CEB session, the principals of the UNDG Advisory Group had agreed on a way forward for system-wide cost-sharing, to be phased in from 2014. From the global funding scenario, the amount of $33 million would be shared by all UNDG members, with each member paying a flat fee, subject to the approval of their respective governing bodies. The formula would be adjusted according to the system load, as measured by entity participation in United Nations Development Assistance Frameworks, and would also distinguish between humanitarian entities, which already paid for humanitarian coordination, and development agencies. She would reach out to UNDG principals who had not attended the Advisory Group meeting. Consultations were continuing and the aim was for the Secretary-General to be able to report to the Economic and Social Council in July 2013. Once an agreement had been reached on sharing the burden, UNDG would approach development partners for transitional funding, given that not every agency would be in a position to contribute as from January 2014.

30. **CEB took note of progress and endorsed the report of UNDG and its strategic priorities for 2013-2016 (see annex II).**

C. High-level Committee on Programmes

31. The Chair of the High-level Committee on Programmes, Achim Steiner, introduced the report of the Committee's twenty-fifth session, held on 4 and 5 March 2013, and the report of its retreat session, held in conjunction with its twenty-fourth session on 3 and 4 October 2012. He expressed thanks to the Deputy Secretary-General for having joined the Committee at the retreat, which had benefited greatly from his presence. The issues note that had been prepared as an outcome was before CEB as the Committee's strategic vision. The Committee's aim continued to be to serve CEB in identifying and responding proactively to emerging

policy and programmatic issues of concern to the entire United Nations system. Indeed, a special asset of the Committee was its full system-wide representation.

32. The Committee had taken up, with the presence of the Special Adviser to the Secretary-General on Post-2015 Development Planning, Amina J. Mohammed, the issue of enhancing United Nations system coherence and coordination in the preparation of the post-2015 development framework. He highlighted some of the most pertinent aspects of the discussion, which had been held in the context of an understanding of the trends that distinguished the context of current development thinking from that in which the Millennium Declaration and the Millennium Development Goals had been framed. Understanding its contribution to be that of providing thought leadership and critical analysis for further reflection by CEB, the Committee had examined the paradigm shifts that would be necessary for a post-2015 development agenda relevant to all countries and peoples with sustainable development at its core. A recurrent theme was that the current development context was truly global, affecting the North and the South.

33. To that end, the Committee had agreed to prepare an analytical synthesis of the debate on the post-2015 development agenda for consideration by CEB at its second regular session of 2013; to review and develop a United Nations system-wide view on the recommendations and findings of the report of the High-level Panel on the Post-2015 Development Agenda as an input to the report of the Secretary-General on accelerating progress towards the Millennium Development Goals; and to complement the work of the United Nations System Task Team on the Post-2015 Development Agenda by identifying additional elements to the report for the strategic direction of CEB.

34. At its second regular session of 2012, the Deputy Secretary-General had provided a briefing to CEB on the outcome of the high-level meeting of the General Assembly on the rule of law held on 24 September 2012. Following a request by CEB, the Committee had addressed the issue of mainstreaming the rule of law in the activities of the wider United Nations system. Such mainstreaming offered synergistic effects on the full range of United Nations system activities, including development, human rights and peace and security. The Committee had supported the development of a system-wide plan of action as a means to enhance coordination and coherence on the rule of law under the leadership of the Executive Office of the Secretary-General and guided by the Deputy Secretary-General. He looked forward to reporting to CEB at its second regular session of 2013 on the outcome of that important area of work.

35. The Committee had also responded to the request by CEB to propose recommendations and outcomes for the General Assembly high-level dialogue on international migration and development, to be held in 2013. Those recommendations, which were to be taken up by CEB for endorsement, were prepared through an extensive consultation process led by the United Nations Population Fund (UNFPA) and the International Organization for Migration (IOM) and in collaboration with the Global Migration Group. He welcomed the fact that the Director General of IOM, William Swing, had joined the Committee at its twenty-fifth session. Clearly, migration was a significant enabler of economic, social and human development, and migrants were positive agents of change. More needed to be done, however, to leverage migration to achieve critical development objectives. The United Nations system had a significant role to play in that regard.

36. The Committee was pursuing a number of work streams under the priority area of demographics. With regard to an earlier request by CEB to address the implications of a world of 7 billion people, the Committee was, under the leadership of UNFPA and the Department of Economic and Social Affairs, developing a set of tools and best practices to help agencies to build their capacity to integrate population dynamics into their work at all levels. The Committee looked forward to reviewing the final report on that effort at its twenty-sixth session.

37. The Committee had also followed up on the CEB retreat discussion in April 2012 on the topic of young people. Under the leadership of the Department of Economic and Social Affairs and the United Nations Human Settlements Programme, an inter-agency group had prepared a United Nations system-wide action plan on youth, which had been reviewed by the Committee and was before CEB for endorsement. It focused on joint action by the United Nations system on the issues of employment and entrepreneurship, political inclusion, civic engagement and protection of rights, education, including sexuality education, and health. It was expected to deepen the youth focus of new and existing programmes of the United Nations system and to promote joint programmatic work.

38. He expressed thanks to the Special Representative of the Secretary-General for Disaster Risk Reduction, Margareta Wahlström, for her leadership in steering inter-agency efforts in mainstreaming disaster risk reduction in the work of the United Nations system. That work had culminated in the United Nations Plan of Action on Disaster Risk Reduction for Resilience, which the Committee was recommending to CEB for its endorsement. The Plan was expected to facilitate coordinated United Nations system assistance to countries that faced disaster losses and to enhance resilience, especially of poor and vulnerable populations. The Committee would continue to be engaged in that essential and timely effort, including in the light of the forthcoming review of the Hyogo Framework for Action and preparations for the post-2015 development framework.

39. The Committee had also continued to advance work in the area of cybersecurity and cybercrime, given that those were issues that deeply affected every United Nations system organization and Member States. Currently, a draft policy framework was under preparation, under the leadership of the International Telecommunication Union and the United Nations Office on Drugs and Crime (UNODC), which would strengthen coordination within the United Nations system in assisting Member States in mitigating the risks posed by cyberthreats. The work was expected to reach a conclusion in the course of 2013.

40. The work of the Committee in the service of CEB had become increasingly focused, more results-oriented and outcome-oriented and, most importantly, more nimble in identifying and responding coherently to emerging global challenges that affected multilateralism. He was confident that, going forward in implementing the Committee's strategic vision, the goals outlined by CEB would be achieved. He expressed thanks to the Secretary-General and CEB members for providing a group of truly dedicated Committee members, who were so committed to thinking together as one and supporting CEB in ensuring greater policy coherence on global issues.

41. The Secretary-General noted that he had recently appointed an envoy for youth, Ahmad Alhindawi, who was intended to be a harmonizer who could help to bring the voice of young people more fully into the United Nations system and the United Nations system more fully into the lives and thoughts of young people. He

was counting on CEB members to give his Special Envoy their full support in carrying out his mandate.

Briefing on United Nations activities in combating illicit drugs and organized crime

42. The Executive Director of UNODC, Yury Fedotov, provided a briefing on the outcome of the fifty-sixth session of the Commission on Narcotic Drugs, held in Vienna from 11 to 15 March 2013. The discussions had been held in the context of General Assembly resolution 67/193, in which the Assembly had reaffirmed the importance of the three drug control conventions and set a framework for further discussion of drug policy. Consequently, the Commission had reviewed issues regarding the organization of the 2014 high-level review of the implementation of the Political Declaration and the Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem, to be followed by a special session of the Assembly in 2016.

43. The general debate had been held at a high political level, involving more than 20 ministers and the President of the Plurinational State of Bolivia, clearly demonstrating the overwhelming commitment of Member States to the international drug control conventions. Not a single participant had called for the legalization of drugs. At the same time, many speakers had stressed that there was a need to take a more balanced approach in order to meaningfully address the demand side. Such an approach was viewed as a return to the founding principles of the conventions, which had been created specifically to protect the health and welfare of humankind in full respect of people's rights and dignity. If further developed, such an approach could form a positive agenda for both the high-level review in 2014 and the special session of the General Assembly in 2016. The process leading to those significant events, for which the Commission would act as the preparatory body, had already begun. Indeed, the Commission had a primary institutional role to play in defining the international drug control system of the twenty-first century.

44. UNODC was set to support the process as the secretariat of the Commission and through its programmes and projects throughout the world. The role of UNODC was to provide objective, reliable information, data and empirical evidence to help Member States to understand the nature and scope of the illicit drug and crime threat. UNODC was helping to build partnerships to combat illicit trafficking, while promoting a balanced approach between supply and demand reduction strategies. An overall goal was to demonstrate that the drug conventions were humane, centred on human rights and flexible. UNODC continued to advocate science-based prevention and treatment as the best means of dealing with drug users, stressing that criminalizing, stigmatizing and punishing them was not a viable solution.

45. Emphasizing that the scope of the challenge was enormous, he expressed thanks to the Secretary-General for his decision to establish a system-wide task force on illicit drugs and transnational organized crime. That decision had laid the foundation for the provision of coordinated and consolidated support and assistance to Member States at the national, regional and global levels. He expressed thanks to the United Nations Development Programme, the World Health Organization, the Joint United Nations Programme on HIV/AIDS, the Department of Peacekeeping Operations of the Secretariat, the Department of Political Affairs of the Secretariat, the World Food Programme, the United Nations Office for Project Services, the United Nations Children's Fund (UNICEF), UNFPA and other partners, including

the World Customs Organization, in the field. There was also a need to ensure coherence throughout the United Nations system on policy advice to Member States on issues relating to drugs and crime. Just as there was one United Nations in the field, there should also be one system-wide approach to drug policy.

46. Bearing that in mind, the Secretary-General's policy committee had recently called upon the United Nations system task force on transnational organized crime and drug trafficking to develop key messages for the Secretary-General and the leadership of the Organization on system-wide coherence on drugs. UNODC had begun work on an initial draft that would help to bring clarity and understanding of the current international drug control system by communicating the message that the drug conventions were relevant and had the goal of protecting human health and welfare. The failure to speak with one voice could be detrimental to international cooperation and shared responsibility in addressing the drug problem. Speaking as one, the United Nations system also needed to explain the threat of illicit drugs and crime as significant roadblocks to the rule of law, democracy, development and justice.

47. Although drug policy reform was being discussed in various quarters, fundamental change could come about only if the critical mass of Member States agreed to it. It was important to note that, at every United Nations intergovernmental meeting, Member States had consistently reaffirmed the validity of the international drug control system. That provided clear guidance for the United Nations family.

48. **CEB members welcomed the briefing and took note of the work of the United Nations system task force on transnational organized crime and drug trafficking, in particular in developing key messages on mainstreaming efforts to combat illicit drugs and crime.** It was noted that, in some cases, approaches were being pursued at the subnational level that differed from the positions taken nationally and that it was important for the system to be cognizant of the debates relating to that situation. The Secretary-General of the International Telecommunication Union also expressed thanks to Mr. Fedotov for his collaboration on issues of cybersecurity and cybercrime. CEB noted that system-wide efforts would be required in the lead-up to the high-level review in 2014 and the special session of the General Assembly in 2016.

Briefing on UN-Water

49. The Secretary-General of the World Meteorological Organization, Michel Jarraud, provided a briefing on inter-agency work on water, noting that 2013 had been declared the International Year of Water Cooperation. He thanked the World Bank for hosting the recent meeting of UN-Water and for its strong commitment to the issue, which was truly cross-cutting and central to discussions on the post-2015 development agenda. He also expressed appreciation to UNICEF and the Department of Economic and Social Affairs for coordinating the global thematic consultation on behalf of the mechanism. On World Water Day (22 March 2013), a high-level forum had been held in The Hague, the Netherlands, and its outcome statement had been transmitted to the High-level Panel on the Post-2015 Development Agenda.

50. He expected that, within the coming few months, UN-Water would have finalized its position on technical knowledge in support of possible water-related

targets in the post-2015 development agenda. That work would build on, for example, the World Health Organization-UNICEF consultation on post-2015 water, sanitation and hygiene targets and indicators. He commended the Deputy Secretary-General for his leadership and pledged the support of UN-Water to his call for action on sanitation. UN-Water had also responded to new and emerging challenges, with its recent launches of an analytical brief on water security and of an initiative on capacity development for drought management.

51. With regard to progress on the International Year of Water Cooperation, he said that, in addition to the forum held in The Hague, UN-Water had supported a high-level event in New York. Other planned activities included a major conference to be held in Dushanbe in August 2013. He expressed thanks to the United Nations Educational, Scientific and Cultural Organization, the Economic Commission for Europe and the Department of Economic and Social Affairs for coordinating the Year's activities on behalf of UN-Water.

52. He also highlighted the collaboration with UN-Energy in planning the 2014 World Water Day campaign on water and energy, expressing thanks to the United Nations Industrial Development Organization and the United Nations University for their leadership in that regard. UN-Water continued to stand ready to support all United Nations system water-related initiatives. In that connection, he stressed the importance of maintaining the chairship of the mechanism at the head of agency level.

53. **CEB members thanked Mr. Jarraud for his briefing and for his leadership of UN-Water. Members noted the high level of collaboration that existed in the system around the wide range of water issues.** Water security was central to peace and conflict prevention, gender equality and women's empowerment, energy, food and nutrition security, human rights and human dignity, among others. It was clearly a strategic issue for the post-2015 development agenda and in the International Year of Water Cooperation. In that regard, the significant implications of the water-energy-food nexus and the relationship to climate change were highlighted. Members also expressed thanks to the Deputy Secretary-General for his leadership on water and sanitation. It was pointed out that, while potable water supply had a clear business model, that was not true for sanitation, and that there was a need to strengthen the capacity of Governments and local authorities to create the proper institutional framework.

54. The Deputy Secretary-General expressed appreciation for the support that he had received with regard to the call for action on sanitation. He noted that 37 per cent of the global population continued to lack access to sanitation and that additional support was needed to help Member States to accelerate the work on the Millennium Development Goals and to ensure the basis for work beyond 2015. Finance ministers would meet on 19 April at the headquarters of the World Bank to discuss financing for sanitation. That was a good example of working horizontally. Given the significant work that would need to be carried out over the coming three years, it was appropriate that UN-Water should continue to be chaired at the level of executive head.

55. CEB endorsed the report of the Committee, including the United Nations Plan of Action on Disaster Risk Reduction[1] and the System-wide Action Plan on Youth.[2] It also endorsed the strategic vision of the Committee (see annex III).

56. CEB requested the Committee to address system-wide coherence on drug policies at its twenty-sixth session.

57. Lastly, upon the Secretary-General drawing the issue to its attention, CEB requested the Committee to work with the Office of the High Representative for Least Developed Countries, Landlocked Developing Countries and Small Island Developing States and the Inter-Agency Consultative Group for Least Developed Countries to develop ideas for furthering the implementation of the Programme of Action for the Least Developed Countries for the Decade 2011-2020, as requested by the General Assembly in its resolution 67/220.

III. Issues of system-wide concern: international migration and development

58. The Secretary-General noted that, with more than 215 million people living and working outside their countries of birth, migration was an issue of global concern. Migrants played a significant role in promoting prosperity in their countries of origin and destination. While migration contributed to human development and migrants were positive agents of change, they often also faced tremendous discrimination and abuse.

59. The General Assembly high-level dialogue on international migration and development, to be held on 3 and 4 October 2013, afforded a significant opportunity for the United Nations system to address those complex challenges and propose specific solutions to Member States. His Special Representative for International Migration and Development, Peter Sutherland, had been invited to participate in the consideration by CEB of the item, as had the Director General of IOM.

60. At its first regular session of 2012, CEB had welcomed the recommendation of the High-level Committee on Programmes that UNFPA and IOM be invited to prepare, in collaboration with the Global Migration Group, a set of system-wide recommendations and outcomes for the high-level dialogue. The ensuing paper, which was before CEB for endorsement, had been considered by the Committee, which had recommended its approval. He expressed thanks to the Executive Director of UNFPA, the Director General of IOM and his Special Representative for their able leadership in finalizing the paper through a process of system-wide consultations.

61. Mr. Swing, speaking as Co-Chair of the process to prepare the paper under the High-level Committee on Programmes, emphasized that the preparation process had brought together Global Migration Group and Committee members in a shared vision and joint proposals for the dialogue. The set of proposed outcomes and recommendations was a clear demonstration of United Nations system-wide and IOM coherence in response to a powerful emerging development trend and also complemented other efforts. Migration had become a mega-trend, with 1 in 7 of the

[1] CEB/2013/4, annex III.

[2] The System-wide Action Plan on Youth is available at http://social.un.org/youth-swap/.

world's inhabitants on the move. Consequently, interest in migration issues had grown exponentially, with increasing attention being paid to the migration-development nexus.

62. Against the backdrop of the cross-cutting and far-reaching nature of migration, the United Nations system, through the Global Migration Group and the High-level Committee on Programmes, had identified the following agenda of nine key points for improved policies and practices at the international, regional and local levels to enhance the outcomes of international migration for migrants and societies: facilitating greater mobility; making migration a genuine choice and not a desperate necessity; according priority to the protection of migrants and their human rights; focusing on the human development potential of migration; harmonizing migration policies and development goals; addressing negative public perceptions of migrants and migration; recognizing that forced and voluntary forms of migration were not always distinguishable; making commitments to cooperating with all partners; and finding balanced measures to combat harmful forms of migration, such as trafficking in persons, and harmful effects of migration.

63. He outlined the following five overarching areas for which detailed proposed outcomes and recommendations for the dialogue had been identified: advancing human rights and human development aspects of migration; strengthening the knowledge and evidence base; mainstreaming migration into national development policies and plans and in the post-2015 United Nations development agenda; improving inter-State and multi-stakeholder engagement and cooperation, including through the Global Forum on Migration and Development and the Global Migration Group; and fostering research and capacity development in critical and emerging issues, such as migrants in crisis situations.

64. CEB support for the paper would be invaluable in sending a strong joint IOM and United Nations system message to the dialogue, in highlighting progress made since the first dialogue, in 2006, and in demonstrating the consensus-building capacity of the Global Migration Group. To do justice to the wealth of information that Group and Committee members had submitted during the preparation of the paper, a separate publication comprising the agencies' input would be finalized in time for the dialogue.

65. The Executive Director of UNFPA, Babatunde Osotimehin, expressed thanks to IOM for its collaboration and appreciation to the members of the Global Migration Group and the High-level Committee on Programmes for their profound contributions to the extensive and transparent consultation process. Noting that considerable progress had been made since the International Conference on Population and Development in 1994, when world leaders had called for a comprehensive approach to addressing the root causes of migration, especially those relating to poverty, for more cooperation and dialogue between countries and for the protection of the human rights of migrants, he echoed the view that international migration had moved to the top of the agenda of the United Nations, Governments, businesses and academic institutions. To continue the forward momentum, migration also needed to be adequately reflected in the post-2015 development agenda. The joint publication prepared by IOM and UNFPA would serve as an important input for the dialogue and beyond.

66. He focused on two categories of migrants that required particular attention: women and young people. Women comprised some 50 per cent of all international

migrants. Increasing numbers of women were migrating as primary economic providers, thereby contributing to the well-being and livelihoods of their families, to the development of their communities and to the prosperity of their countries of destination. Increased female migration provided opportunities such as women's empowerment and enhanced independence, but also presented challenges, including exploitation and abuse, given that migrating women were at a high risk of gender-based violence, with some women and girls becoming victims of traffickers. The large number of female migrants required gender concerns to be systematically integrated into policy, planning, programming and monitoring processes.

67. While young migrants accounted for 12.4 per cent of international migrants, they were largely invisible in debates and policies on international migration, their considerable number notwithstanding. Young migrants faced unique challenges, however, including greater vulnerability, greater risk of exploitation and trafficking and lack of access to health-care services, including reproductive health care. Collaboration and cooperation at all levels, including at the bilateral, regional and global levels, were extremely important in order to promote the orderly flow of migration and to strengthen national capacity to formulate culture-sensitive and gender-sensitive migration policies that enhanced the development impact of migration.

68. Focusing on the importance and potential of the high-level dialogue and the United Nations system in moving the debate and action in support of migrants and migration forward, the Special Representative of the Secretary-General for International Migration and Development argued that considerable progress had been made since the first high-level dialogue, in 2006. Among the achievements of the 2006 dialogue was the establishment of the Global Forum on Migration and Development, which had proved to be a useful intergovernmental mechanism that allowed Member States to build a common understanding of migration issues, focus on practical realities and solutions to migration challenges and foster cooperation among stakeholders. The Forum also helped to tackle sensitive issues, including human rights, and contributed to placing those issues at the centre of the international debate on migration. It assisted in holding Governments to account on the need to protect migrants' rights. International cooperation, including the work of the United Nations system, was indispensable in that regard.

69. Migration needed to be given full consideration in the post-2015 development agenda, it being the original strategy for people seeking to escape from poverty and to build a better life. Attention needed to be directed to a number of key issues, including reducing barriers to all kinds of human mobility, focusing on migrants in crisis and ending the criminalization and detention of migrants, especially children. While the time was not ripe for institutional change, governance issues could and should be advanced in the coming years. In conclusion, he noted that the paper prepared by the High-level Committee on Programmes ably captured those and many other significant migration issues and welcomed the enhanced cooperation among Global Migration Group members in advance of the dialogue.

70. The Under-Secretary-General for Economic and Social Affairs concurred that migration should be integrated into the post-2015 United Nations development agenda and that the dialogue should be an important stepping stone in that regard. A prerequisite for including migration in the future development agenda was to strengthen the evidence base for migration issues. The Department of Economic and

Social Affairs had strong mandates to develop statistical standards, to collect migration data and to estimate global migration trends and stood ready to partner with other interested entities in advancing that work.

71. During the discussion, CEB members endorsed the set of proposed outcomes and recommendations for the dialogue and affirmed that human migration and mobility was a complex and lasting phenomenon that had positive development effects on countries of origin and of destination. In 2012, remittances had outpaced official development assistance several times over and labour migration had become an economic and political force in many countries. Urbanization and urban development had become global trends and were closely linked to migration as people left their home towns and villages to live and work in cities and urban centres. Increasing numbers of women migrated across borders, leading to a growing feminiz tion of migration and requiring gender aspects to be systematically addressed and m instreamed into migration policies.

72. Several participants observed that national policies often lagged behind in responding to migration trends. Consequently, urbanization proceeded in an unplanned and unmanaged fashion, leading to the proliferation of slums and informal settlements. The public sector had a significant role to play in steering investments towards planned urbanization. In that context, it was noted that investments in rural areas were equally critical in narrowing existing gaps in rural-urban development and ensuring food security for an increasingly urbanized population. Many participants underscored the importance of mainstreaming migration into national policies. National and local governments needed to appropriately take account of population dynamics and movements in setting policies for job creation, social service provision and infrastructure development.

73. Participants also noted that the lack of reliable data on migration presented a serious challenge to government agencies and United Nations system organizations supporting migrant issues. Noting that, although distinct activities, both tourism and migration were on the rise, the representative of UNWTO offered assistance in sharing data by highlighting opportunities for collaboration through the Tourism Satellite Account and a global data system on visa and entry formalities.

74. CEB members widely agreed that human rights were central to migration, proposing that human rights issues should be prioritized and promoted by the United Nations system in its engagement in the dialogue and in the report of the Secretary-General to the dialogue. In that context, CEB was informed that a report on the topic of migration and human rights would also be prepared by the Office of the United Nations High Commissioner for Human Rights in cooperation with the Global Migration Group as additional input to the dialogue. Participants noted that, of the various groups of migrant workers (highly skilled, semi-skilled and low-skilled), the last-mentioned suffered the most frequent and most severe human rights violations and required heightened attention and greater protection by national authorities and the United Nations system. They cautioned against judging the societal value of migrants solely on their economic contributions, underscoring that the system needed to be united in speaking out in support of the human rights of migrants.

75. Several participants observed that the global institutional framework was weak and that existing norms and standards relevant to migrants and migration were implemented inadequately. The International Labour Organization Convention concerning Decent Work for Domestic Workers (Convention No. 189), adopted in

2011, was a positive step towards greater protection of workers' rights. Addressing the issue of United Nations system coordination on migration issues, CEB members voiced support for the work of the Global Migration Group, noting the Group's continuing process of strengthening its work. The representative of the United Nations Human Settlements Programme indicated interest in becoming a member of the Group. It was noted that, while the time was not ripe for institutional change at the dialogue, the question of the relationship of IOM with the United Nations needed to be considered in the future in addressing the global institutional framework. That was, however, first a question for the States members of IOM to consider.

76. **CEB thanked IOM and UNFPA for their leadership in steering the process and endorsed the set of outcomes and recommendations to be transmitted to the high-level dialogue on international migration and development in October 2013.**[3]

77. **CEB also welcomed the proposal of the High-level Committee on Programmes to develop a joint publication based on the contributions received from the United Nations system organizations in the elaboration of those outcomes and recommendations, in time for it to be presented to the high-level dialogue.**

78. **CEB agreed to revert to the issue of international migration and development at its second regular session of 2013, following the holding of the high-level dialogue.**

IV. Other matters

A. Dates and venue of future sessions

79. With regard to the second regular session of 2013, **CEB confirmed that the session would be held on 25 and 26 November 2013 at United Nations Headquarters in New York and the Greentree Estate in Manhasset.**

80. CEB also recalled that the first regular session of 2014 would be hosted by IFAD in Rome. Members would be consulted on the dates later in 2013.

B. Use of conference facilities in Addis Ababa

81. The Secretary-General, pursuant to General Assembly resolution 67/237, encouraged CEB members to consider using the conference centre of the Economic Commission for Africa for future meetings and to inform CEB of any such plans and intentions.

C. Milan Expo

82. The Director General of FAO provided an update on preparations for Expo 2015, to be held in Milan, Italy, from 1 May to 31 October 2015, with the theme

[3] CEB/2013/4, annex IV.

"Feeding the planet, energy for life". Some 20 million visitors were expected to attend, half of whom from outside Italy. A total of 60 countries had committed themselves to having pavilions at the event. In a departure from past practice, the United Nations system would not maintain its own pavilion but pursue a horizontal presence that would provide it with enhanced opportunities for a wider engagement in activities. The Rome-based agencies — FAO, IFAD and the World Food Programme — had been designated as lead agencies and were working with the Commissioner-General for the United Nations preparations for the event. He urged those agencies that had not yet submitted their proposal to do so as soon as possible.

D. Tribute to departing members

83. On behalf of CEB, the Secretary-General paid tribute to the following members who would be leaving their positions: Pascal Lamy, Director General of the World Trade Organization; Kandeh Yumkella, Director General of the United Nations Industrial Development Organization; Supachai Panitchpakdi, Secretary-General of the United Nations Conference on Trade and Development; and Michelle Bachelet, Under-Secretary-General/Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women.

Annex I

High-level Committee on Management strategic plan 2013-2016

Summary

The strategic plan of the High-level Committee on Management aims to contribute to the commitment of Member States to enhancing the relevance, coherence, effectiveness, efficiency, accountability and credibility of the United Nations system through the redesign and operationalization of administrative and management functions so as to make the system organizations more adaptive and agile in delivering their programmatic mandates.

The Committee aims to respond to the call for the development of innovative and sustainable business solutions and the implementation of high-quality, efficient and cost-effective common support services by leveraging the commonalities and shared operational requirements of the various actors of the United Nations system, while recognizing that no one size fits all.

The strategic plan reflects the collective vision of the Committee's members and is aimed at reinforcing the Committee's value and relevance for both the United Nations System Chief Executives Board for Coordination and its member organizations. Through its strategic plan, the Committee intends to leverage its professional talent and expertise to formulate and put forward proposals — several of which are far-reaching — and foster its role as a source of inspiration and a catalyst for action towards United Nations system-wide management reform.

The full set of priorities outlined in the strategic plan is framed against a paramount principle: that the organizations of the United Nations system will preserve and foster the safety and security of their staff.

The selected strategic priorities are:

(a) Attracting and retaining talent;

(b) Redesigning and innovating with regard to the United Nations business models: right-sourcing, common services and new technologies;

(c) Supporting the second generation of "Delivering as one";

(d) Strengthening the risk management and oversight architecture;

(e) Measuring and communicating results.

I. Background

1. The High-level Committee on Management is responsible to the United System Chief Executives Board for Coordination (CEB) for coherent, efficient and cost-effective management throughout the United Nations system of organizations. It comprises the most senior administrative managers of each CEB member organization.

2. The Committee acts on behalf of and in the name of CEB on matters affecting the administrative management of all member organizations. It is charged with identifying and analysing administrative management issues of common concern that require a system-wide response. It is authorized to take decisions on behalf of the executive heads and to identify, promote and coordinate management reforms that will improve services, achieve productivity improvements and increase efficiency and effectiveness throughout the United Nations system.

3. The present strategic plan reflects the collective vision of the Committee's members and is aimed at reinforcing the Committee's value and relevance for both CEB and its member organizations. It was developed under the leadership of the Chair and the Vice-Chair of the Committee, Francis Gurry and Jan Beagle, following a consultative process led by the former Deputy Director General and Head of Management of the International Atomic Energy Agency, David B. Waller.

4. Through the strategic plan, the Committee aims to leverage its professional talent and expertise to formulate and put forward proposals — several of which are far-reaching — and foster its role as a source of inspiration and a catalyst for modernization and action towards United Nations system-wide management reform.

5. The strategic plan highlights the commonalities and system-wide priorities concerning which there is value in collective discussion and coordinated action through the Committee and which can be linked, as appropriate, to internal efforts by individual organizations.

6. The full set of priorities outlined in the strategic plan is framed against a paramount principle: that the organizations of the United Nations system will preserve and foster the safety and security of their staff, while remaining committed to responding to the ever-increasing demand for their services, the deteriorating conditions for delivery of such services notwithstanding.

7. The strategic plan should also be seen in the context of General Assembly resolution 64/289, on system-wide coherence, in which the Assembly reiterated that the objective of the simplification and harmonization of business practices within the United Nations development system was to harmonize and simplify rules and procedures wherever that could lead to significant cost savings and/or a reduction in the administrative and procedural burden on the organizations of the United Nations development system and national partners.

8. Of immediate relevance is the commitment of Member States, as reaffirmed in General Assembly resolution 67/226, on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, to enhancing the relevance, coherence, effectiveness, efficiency, accountability and credibility of the United Nations system by the redesign, modernization and operationalization of administrative and management functions, so as to make system organizations more adaptive and agile in delivering their programmatic mandates.

9. Acknowledging that no one size fits all, the General Assembly, in that resolution, recognized the value of convergence of multiple perspectives and strongly encouraged the governing bodies of the specialized agencies and other relevant United Nations entities to review and discuss the provisions relating to harmonization of business practices with a view to promoting their implementation by the respective entities and improving harmonization with funds and programmes.

10. The Committee aims to respond to the call made in the resolution in respect of operational activities for development by extending its scope and leveraging the commonalities and shared operational requirements of the various entities of the United Nations system, developmental and emergency and humanitarian, normative and operational, Headquarters-based and field-based, large and small.

11. The strategic plan is also designed to use the Committee's unique system-wide policymaking platform in support of the Five-Year Action Agenda of the Secretary-General:

(a) To ensure the more effective delivery of mandates and do more within recognized resource constraints through innovation and change management initiatives;

(b) To build a modern workforce;

(c) To make the United Nations more open, flexible and accountable, including by adopting a results-based planning, accountability and management system, streamlining budgeting and implementing a system-wide risk management approach;

(d) To launch a second generation of "Delivering as one", which will focus on managing and monitoring for results, ensuring increased accountability and improved outcomes;

(e) To enhance the safety and security of United Nations staff by mainstreaming security resource and personnel decisions throughout all relevant planning and budget processes, increasing security threat analysis capabilities at more United Nations field locations and improving national and international staff security training to match the threat environments in which the United Nations operates.

II. Strategic priorities

12. The priorities included herein reflect the consensus of all Committee members. Their implementation by means of the specific deliverables outlined in the complementary results framework must take due account of the differences between organizations in terms of their business models; how advanced their expertise is in any selected field of management reform; the capacity and specific skills that they have in such areas; and any investments that they may already have made.

13. While all priorities will be pursued by all member organizations, the Committee agrees to the principle of conducting joint work, where appropriate, with an opt-in/opt-out approach. Using this approach, a smaller group interested in advancing a particular topic would conduct groundwork and pilot implementation, with other member organizations joining in at later stages, depending on the evolving scope and potential impact of the subject.

A. Attracting and retaining talent

14. The Committee's human resources management agenda has as its overarching goal the continued development of the international civil service as an independent, neutral, highly skilled and engaged resource to meet the ever-changing requirements of the international community.

15. A key expected outcome of this endeavour is a strengthened leadership and managerial culture and organizational environment that recognize good performance, strengthen linkage to career development and sanction poor performance. In this connection, given that many organizations are striving to adjust their internal mobility policies in support of skill and career development, achieving true inter-agency mobility, including through practical means such as bilateral or multilateral exchanges from job pools, is a strategic objective in which the Committee has chosen to engage.

16. The fundamental challenge of a human resources management reform agenda is to determine how best to attract, retain and promote the talent necessary to deliver the broad spectrum of programmatic activity in the multitude of geographic locations in which the United Nations system operates. The most immediate way of pursuing this goal is to engage in a constructive dialogue with the International Civil Service Commission in the context of its review of the conditions of service for United Nations system staff and aim to develop a proposal for a competitive and simplified compensation package that enables organizations to attract and retain staff of the highest calibre and reduce transaction costs, relying on scientific evidence from systematic data gathering and monitoring on relevant trends.

17. Any such proposal would have to be contextualized and would therefore offer an opportunity to answer some key questions concerning the characteristics of an international civil service best able to function in the new environment, such as:

(a) What is the ideal balance between younger and more mature staff, between generalists and specialists and between internal and external sources of talent and expertise?

(b) Which and what percentage of positions should offer career potential?

(c) What and how many types of employment contracts should be used? What can be done to ensure that staff remain engaged throughout their careers?

B. Redesigning and innovating with regard to the United Nations business models: right-sourcing, common services and new technologies

18. New technologies, such as cloud computing, meeting and conference services and compilation and availability of system-wide data and information, open entirely new horizons to reshape the operational models of United Nations organizations. The Committee is embracing the use of information and communications technology as an agent of change, improved knowledge management and increased collaboration within the system and with other partners. The technology agenda will be driven by underlying objectives and in the context of proven business cases.

19. In considering innovative business models, the Committee will seek to achieve measurable progress to enhance the environmental sustainability of United Nations operations through joint initiatives possibly focused on facilities management and procurement.

20. In response to the explicit mandate given by the General Assembly in its resolution 67/226, on the quadrennial comprehensive policy review, the Committee will broaden the scope and ambition of its agenda on joint and collaborative work in operations, which has already spread a culture of collaboration through its successful pilot initiatives. Specifically, the Committee will aim to make a quantum leap in the development of options for consolidation and/or pooling of support services.

21. In pursuing this goal, the Committee will make realistic assessments of the differences between organizations in terms of their business models. Proven success in a given domain would lead to recognition of competitive advantage and, therefore, of natural leadership in that area. In exercising such leadership, any organization acting on behalf of others would have to do so within clear accountability frameworks — a service culture must be developed and maintained.

22. The scope for the potential development of shared and common service models, including by leveraging the collective scale of the United Nations system for joint purchasing, is wide. Careful prioritization will be required, given that not all areas are equally ripe for exploitation.

C. Supporting the second generation of "Delivering as one"

23. In its resolution 67/226, on the quadrennial comprehensive policy review, the General Assembly recognized the achievements and experience in the implementation of "Delivering as one" by a number of pilot programme countries on a voluntary basis as an important contribution for enhancing the coherence, relevance, effectiveness and efficiency of the United Nations development system in those countries, strengthening national ownership and leadership in the operational activities for development of the United Nations system and achieving strategic results, especially on cross-cutting issues, and noted, furthermore, that a number of programme countries had adopted the "Delivering as one" modality on a self-starter basis, and that their experience could positively contribute to enhancing United Nations operational activities at the country level.

24. In his Five-Year Action Agenda, the Secretary-General called for the launch of a second generation of "Delivering as one", which would focus on managing and monitoring for results, ensuring increased accountability and improved outcomes.

25. Building on the considerable efforts and resources already dedicated to assisting United Nations country teams in their efforts to deliver as one, the Committee, in coordination with the United Nations Development Group, aims to be a driving force in shaping the next generation of this undertaking, in particular by enabling the successful implementation of standard operating procedures.

26. In doing so, the Committee will guide efforts directed at following up on lessons learned and solutions initiated, so as to address bottlenecks at the country level and develop system-wide solutions. That approach should help to ensure the alignment of country-level operations with priorities at the headquarters or policy level.

D. Strengthening the risk management and oversight architecture

27. The Committee aims to develop a consolidated and trust-based relationship with Member States on the level and quality of controls in place in the organizations to allow for rationalized oversight, more focus on key risks and better internal resource allocation. The underlying challenge is to derive greater value from the Organization's audit and oversight architecture by assessing its increasing costs and focusing, in partnership with oversight entities, on strengthening accountability — both corporate and individual — and managing and mitigating risks.

28. Most United Nations system organizations have strengthened, or are in the process of strengthening, their internal control and risk management processes. In this regard, the Committee recognizes the strategic value of a collective engagement: to devise effective approaches for the identification of events that could affect the organizations, and in managing risks within the individual organization's risk appetite, so as to provide reasonable assurance regarding achievement of the organizations' objectives, while ensuring effectiveness and efficiency of operations, reliability of financial and performance reporting and compliance with rules and regulations. A significant component of this undertaking is represented by the further integration of risk management into the programme planning processes and within the performance dialogue with legislative bodies and Member States.

29. The Committee similarly places a high priority on coordinated work in the area of crisis preparedness and response, business continuity and cybersecurity. United Nations system organizations recognize the critical role of information and communications technology as the backbone of the operational system. Some organization-specific requirements notwithstanding, they recognize considerable common ground with regard to how best to protect themselves from business disruptions and security threats and how to do so while, at the same time, providing increasingly open and user-friendly information and communications technology and web-enabled services and communications.

E. Measuring and communicating results

30. In its resolution 67/226, on the quadrennial comprehensive policy review, the General Assembly encouraged United Nations funds, programmes and specialized agencies to further improve their communication to the general public on their mandates and development results. This priority moves in parallel with the efficiency and results-based agenda and is framed within the objective of ensuring that the United Nations system represents value for money and makes effective use of the limited resources at its disposal.

31. The global communities that the United Nations system serves have become more sophisticated in their information needs. The organizations' information content and the means by which it is delivered often appear inadequate and outdated to younger and other intended mass audiences. The Committee, in a complementary and coordinated effort with the High-level Committee on Programmes and the United Nations Development Group, aims to develop the skills and capacity to leverage technology and adopt more direct, emphatic and compelling approaches to communication, including investments in data visualization tools to leverage the

Organization's high-value digital data resources, so as to tell the story of the United Nations system more effectively.

32. Concurrently, the Committee will pursue the development of common methodologies for measuring performance and calculating efficiencies, in addition to demonstrating that the productivity increases achieved and the operational savings realized have been translated into increased resources for the implementation of programmatic activities.

Appendix I

Methods of work of the High-level Committee on Management: making the Committee's strategic priorities operational

1. The agenda of the meetings of the High-level Committee on Management will focus on subjects directly relevant to the Committee's strategic plan. The Committee will continue to meet face-to-face twice a year, for one and a half days or longer, as necessary, allowing for remote participation, where appropriate. Ad hoc intersessional meetings will be convened via virtual means in special circumstances, as appropriate.

2. Each Committee session will devote appropriate time to comprehensive discussions on a limited number of items. Interested member organizations will take the lead and/or actively engage in the preparation of the substantive sessions, with the secretariat of the United Nations System Chief Executives Board for Coordination offering coordination, data-gathering and substantive support. This will ensure the high-quality preparation that good policy level discussions of this nature require.

3. Depending on the venue, the Committee could consider a more informal setting for its meetings and would welcome presentations and/or other contributions by outside experts, both from the private sector and leading governmental and not-for-profit institutions, to advance discussions of specific topics.

4. Representation in the Committee should be at the level of the member organization's most senior official in management, operations or administration.

5. Decision-making will continue to be based on consensus among Committee representatives, with the adoption of the opt-in/opt-out principle when circumstances so dictate.

6. The Committee's documentation will be prepared along the lines of succinct executive briefs, outlining any decision required from the Committee, the expected results, the follow-up actions and the corresponding responsibilities and timelines, in addition to any financial implications. Any background documentation would be for reference only and would have to be succinct and include a summary.

7. The Committee's agenda will not include reports from the networks (including the Inter-Agency Security Management Network) per se. Rather, networks will contribute their input, where relevant, in the context of the discussion under the substantive thematic agenda items. This would contribute to a more cross-functional approach to discussions.

8. Similarly, the dialogue with the staff federations will not be a stand-alone item on the agenda. The federations will, instead, contribute their views in the course of the discussion of those thematic agenda items in which they are invited to participate as observers. Federations' statements will continue to be incorporated as annexes to the report of the meeting.

9. The new accountability framework will empower the networks to take decisions on behalf of the Committee on matters delegated to them by the Committee. In turn, the networks will provide periodic written reports to the Committee on results achieved against deliverables agreed upon in their workplans that will be periodically submitted to the Committee for review and approval.

Network reports will be subject to electronic review and approval on a no-objection basis by the Committee. Only issues that the networks cannot resolve will be considered by the Committee, which will provide the networks with guidance and direction.

10. Effective functioning of this model requires that organizations' representation in the networks be at a level having full decision-making authority in the respective domains, i.e. the most senior manager in each function (human resources, finance and budget, information and communications technology, procurement and safety and security).

11. Although the networks' programmes of work will be driven by the Committee's strategic plan, the networks will retain the prerogative to flag or propose issues for the attention of the Committee.

12. A virtual or face-to-face meeting of the conveners or chairs of the networks, led by the Vice-Chair of the Committee, will be held annually.

13. The Committee's strategic plan for 2013-2016 will be implemented in close collaboration with the other two pillars of CEB (the High-level Committee on Programmes and the United Nations Development Group) in order to seek a complete alignment of the respective workplans to ensure maximum coherence among their respective priorities, strategies and workplans.

14. The Committee's strategic plan will be reviewed and adjusted as necessary in the course of the reference period to reflect any emerging management priorities and intergovernmental mandates. The Committee will report on its implementation and assess its impact by the end of 2016.

Appendix II

Terms of reference of the High-level Committee on Management

1. The High-level Committee on Management is responsible to the United System Chief Executives Board for Coordination (CEB) for coherent, efficient and cost-effective management throughout the United Nations system of organizations. It comprises the most senior administrative managers of each CEB member organization.

2. The Committee acts on behalf of and in the name of CEB on matters affecting the administrative management of all member organizations, both multisectoral and specific to a given area.

3. It is charged with identifying and analysing administrative management issues of common concern that require a system-wide response. It is authorized to take decisions on behalf of the executive heads and to identify, promote and coordinate management reforms that will improve services, achieve productivity improvements and increase efficiency and effectiveness throughout the United Nations system. It is also responsible for:

(a) Ensuring the frank sharing of knowledge and experiences in order to enable organizations to profit from best practices;

(b) Facilitating the continuing dialogue on the reform processes and the management of change under way in the organizations of the system;

(c) Reviewing issues of an administrative nature submitted to it by the United Nations system groups within or outside the existing CEB machinery;

(d) Introducing measurable improvements and other administrative reforms.

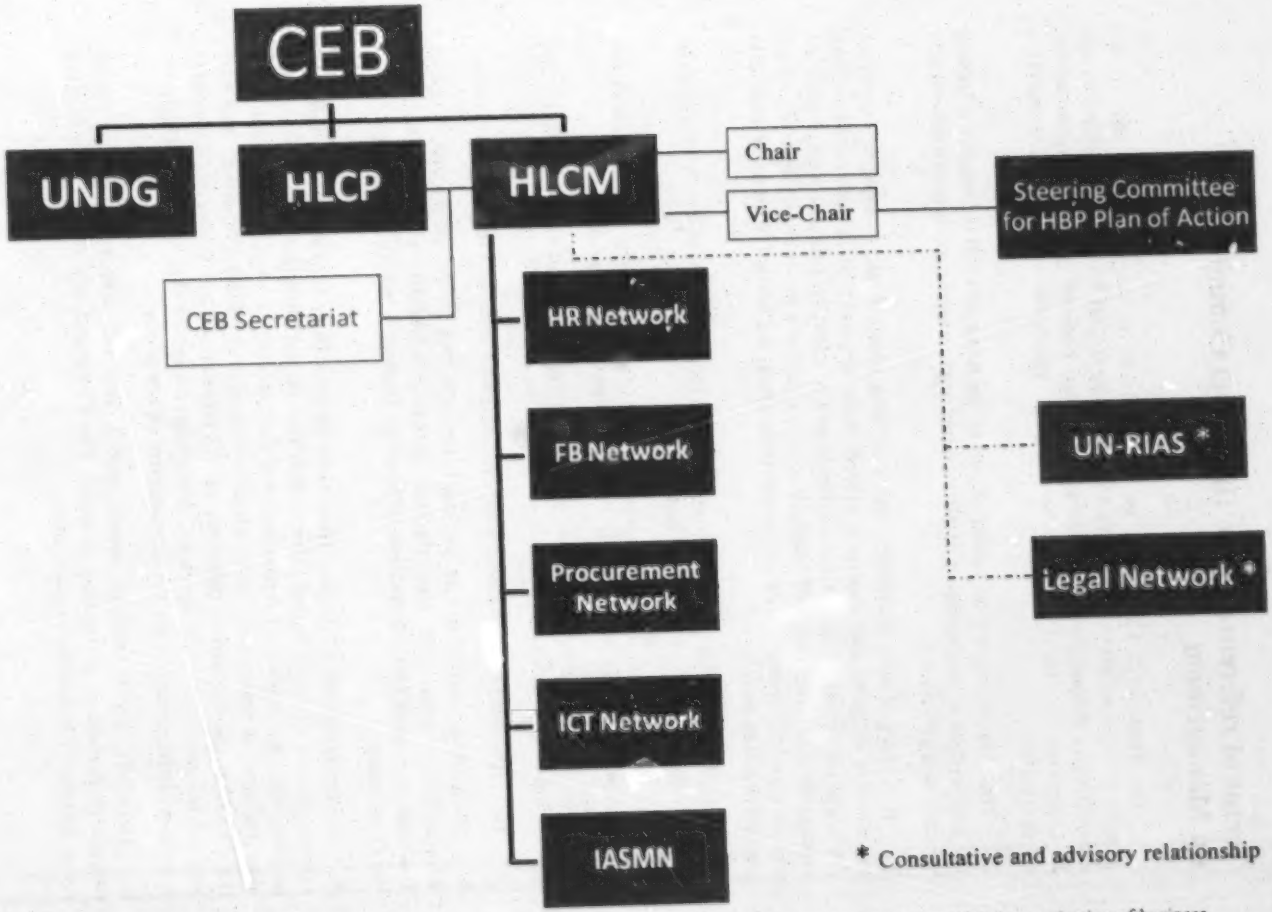
4. Its work is carried out in the main through task forces of experts in given administrative areas and also through groups of human resources managers, financial managers and information technology managers whose work is guided by the Committee.

5. Recognizing that CEB may from time to time enter into exchanges with the representatives of staff bodies, the Committee is responsible for maintaining an ongoing dialogue with staff representatives on concerns of a system-wide nature. It also interacts, as appropriate, with Member States in the Fifth Committee and with the Chairs of the Advisory Committee on Administrative and Budgetary Questions and the International Civil Service Commission on issues that have, or may have, system-wide implications for the management of resources.

6. Generally, the Committee meets once a year but may hold sessions more frequently if there is a common demand. The Chair and any other office-bearers rotate among CEB member organizations.

Appendix III

Working mechanisms of the High-level Committee on Management



Abbreviations: CEB, United Nations System Chief Executives Board for Coordination; FB, finance and budget; HBP, harmonization of business practices; HLCM, High-level Committee on Management; HLCP, High-level Committee on Programmes; HR, human resources; IASMN, Inter-Agency Security Management Network; ICT, information and communications technology; UNDG, United Nations Development Group; UN-RIAS, Representatives of Internal Audit Services of the United Nations Organizations.

Annex II

United Nations Development Group strategic priorities for 2013-2016

I. Background

1. The United Nations Development Group (UNDG) brings together the 32 United Nations funds, programmes, agencies, departments and offices that play a role in development in more than 150 countries. The common objective is to deliver more coherent, effective and efficient support to countries seeking to attain internationally agreed development goals, including the Millennium Development Goals.

2. In response to the quadrennial comprehensive policy review of operational activities for development of the United Nations system, the Five-Year Action Agenda of the Secretary-General and the evolving international development and cooperation environment, UNDG has agreed on a set of common strategic priorities for 2013-2016.

3. The strategic priorities give direction to UNDG efforts at the global, regional and country levels to facilitate a step change in the quality and impact of United Nations support at the country level.

II. Quadrennial comprehensive policy review

4. On 21 December 2012, the General Assembly adopted resolution 67/226, on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, which assessed the effectiveness, efficiency, coherence and impact of United Nations operational activities for development and established system-wide policy orientations for the development cooperation and country-level modalities of the United Nations system for the period 2013-2016.

5. The resolution sent the clear message that Member States wish to see a strong United Nations development system that is strategically relevant, nimble and ready and able to help to deliver sustainable development results.

6. The General Assembly reaffirmed that eradicating poverty was the greatest global challenge and an indispensable requirement for sustainable development. It recognized that development, peace and security and human rights were interlinked and mutually reinforcing and stressed the need to strengthen normative and operational linkages within the United Nations system and, in that regard, to direct particular efforts to building national capacity for inclusive, equitable, participatory, transparent and accountable national development processes, in order to target and empower the poor and people in vulnerable situations. The Assembly underlined the importance of accelerating sustainable, broad-based, inclusive and equitable economic growth for the benefit of all people and the achievement of the internationally agreed development goals, including the Millennium Development Goals.

7. The Assembly emphasized the need for a more strategic and coherent results culture throughout the entire United Nations development system and called for strengthened system-wide coherence and effectiveness at the country level. It

underlined the importance of improving the effectiveness of the resident coordinator system. For the first time, there was intergovernmental recognition of the "Delivering as one" model. The United Nations development system was called upon to further strengthen joint programming processes, improve the United Nations Development Assistance Framework as a strategic framework and simplify the Framework process, simplify and harmonize agency-specific programming instruments and consolidate a host of support services at the regional and country levels.

8. At the regional level, the United Nations development system was encouraged to strengthen collaboration with regional and subregional intergovernmental organizations and regional banks in support of country development work. At the global level, it was requested to invest in intra-agency rationalization of business operations and further harmonization of rules, policies and procedures in the areas of finance, human resources, procurement, information and communications technology and other administrative services.

9. The Assembly reiterated the importance of fulfilling official development assistance commitments and the centrality of core resources for United Nations operational activities for development. At the same time, the Assembly underlined the need to improve the quality of non-core resources that were more predictable, flexible, less earmarked and better aligned with national priorities.

III. United Nations Development Group strategic priorities for 2013-2016

10. UNDG recognizes the need to tailor its support to the specific challenges faced by programme countries. Given that there is no "one size fits all" approach to development, development assistance by the United Nations development system must respond to the varying needs of programme countries, such as least developed countries, landlocked developing countries, small island developing States and low-income and middle-income countries, in addition to the special needs of Africa.

11. The UNDG strategic priorities for 2013-2016 intend to maximize the collective impact of the United Nations development system in delivering effective support to countries through nationally led and nationally owned development processes.

12. The overarching goal is to deliver effective support to countries for sustainable, equitable and accountable development under national ownership and leadership.

Strategic priorities

13. **Millennium Development Goal/internationally agreed development goal achievement**. UNDG will focus on delivering effective support for accelerating the sustainable, broad-based, inclusive and equitable achievement of the Millennium Development Goals and the internationally agreed development goals and treaty obligations. Highest priority will be accorded to poverty eradication and scaling up efforts to address the root causes of extreme poverty and hunger as an indispensable requirement for sustainable development, with emphasis on the most vulnerable and marginalized. UNDG will increase investment in and focus on results relating to gender equality and the empowerment of women as an essential prerequisite for attaining the Millennium Development Goals/internationally agreed development goals.

14. **Post-2015 agenda**. UNDG will facilitate broad-based engagement in the global dialogue on the post-2015 development agenda, building on the experience of the Millennium Development Goals and core United Nations values of human rights, equality and sustainability, linking to national development priorities and strategies and regionally led initiatives.

15. **Crisis/post-crisis transition**. UNDG will promote the integration approach by ensuring mutually reinforcing linkages between the political, development, humanitarian, rule of law, human rights, social and security dimensions of United Nations engagement so as to help to build resilient societies and deliver effective support for sustainable recovery in crisis and post-crisis countries.

16. **National capacity development and development effectiveness**. UNDG will strengthen its focus on providing coherent support to, and ensuring the sustainability of, national capacity development, including by providing upstream policy and programme advice, using national systems, sharing good practices and lessons learned and strengthening normative and operational linkages, in particular by further promoting a human rights-based approach to achieve sustainable development. Emphasis will be placed on the effective integration of the economic, environmental and social dimensions of sustainable development into national capacity development.

Strategic approaches

17. To ensure that the United Nations development system delivers relevant, coherent, efficient, effective and high-quality support to a diverse range of developing countries, UNDG will use strategic approaches to accelerate system-coherence. They are described below.

18. **Promote a strategic and coherent results culture throughout the United Nations development system**. Based on clear and robust results frameworks that demonstrate results chains, joint programming processes, including through "Delivering as one" for countries that choose to adopt the approach, will be strengthened. Resident coordinators and United Nations country teams will support national development and poverty reduction strategies and be accountable for monitoring and reporting of results to national authorities, using national systems and improved common instruments and tools such as the Millennium Development Goals Acceleration Framework and the Monitoring Results for Equity System to feed the results into planning, monitoring and reporting processes. UNDG member entities will increase agency incentives and support for coherence, quality assurance and results. Together with Member States, efforts will be made to promote joint funding approaches, including through better budgetary planning with common budgetary frameworks, strengthening and rationalizing joint funding mechanisms and joint resource mobilization; support extension of such joint funding approaches, when appropriate, to further **deliver** as one; and translate good practices on cross-cutting issues such as human rights, HIV, environmental sustainability and gender equality into instruments designed to support implementation.

19. **Ensure the functioning of the resident coordinator system as participatory, collegial and mutually accountable**. Efforts will be made to implement and monitor the management and accountability system; promote a better division of labour within the United Nations development system at the country level under the leadership of the resident coordinator; ensure that the United Nations system has the correct mix of capacities and skills, including for high-quality policy and programme

advice relevant to the specific country context; tailor United Nations country presence and programmes to country needs and ensure that programme countries have access to and benefit from the full range of mandates and resources of the United Nations development system, including non-resident agencies and the particular normative support work and policy expertise that exists at the regional level; improve selection, training, appraisal and retention of individuals within the resident coordinator system; ensure that profiles of resident coordinators are aligned with the needs, priorities and challenges of programme countries; ensure the appropriate decentralization of authority from the headquarters and regional levels to country-level representatives; enhance the planning and coordination function of resident coordinators; ensure that resident coordinators provide formal input to the regular performance appraisals of agency representatives on United Nations country teams; improve system capacity to deploy knowledge and know-how; and provide further financial, technical and organizational support to the resident coordinator system, including strengthening the capacity of resident coordinator offices. Efforts will also be made to ensure predictable and sustained funding for a cost-effective resident coordinator system based on system-wide cost-sharing by all UNDG member entities.

20. **Accelerate the simplification and harmonization of business practices**. Efforts will be made to make programmes and operations more efficient, cost-effective and transparent by reducing duplication and administrative and transaction costs, including by consolidating common support services at the country and regional levels, where cost-effective; employ joint funding tools and mechanisms when there is a strategic advantage following a cost-benefit analysis; develop a strategy to support the establishment of cost-effective common premises in programme countries that wish to adopt them; accelerate progress in deepening coordination with Secretariat entities; and further simplify and harmonize rules, policies and procedures in the functional areas of finance, human resources, procurement, information and communications technology and other administrative services. UNDG efforts will be geared towards ensuring maximum efficiency and effectiveness in terms of resource use. Concurrently, UNDG member entities will further invest in rationalizing their business operations.

21. **Foster effective partnerships**. Efforts will be made to mainstream South-South cooperation and triangular cooperation in United Nations programming; strengthen operational partnerships with other multilateral organizations, including the Bretton Woods institutions; strengthen cooperation and coordination among regional entities; support enabling environments at the country level for cooperation between Governments, the United Nations, development partners, civil society, non-governmental organizations, academic institutions and the private sector; identify and work with partners who can best help to further sustainable, broad-based, inclusive and equitable development at the country level, including smallholders and cooperatives; strengthen normative and operational linkages and ensure coherence across all pillars of the United Nations system and within CEB; strengthen cooperation and coordination among development activities, humanitarian assistance and peacebuilding efforts; and engage with Member States to improve the quantity of core funding and the quality of non-core funding.

IV. Strategic entry points

22. While the strategic priorities seek to ensure that the United Nations development system delivers more coherent, effective and efficient support to all programme countries in line with its worldwide mandate and presence, UNDG has identified "Delivering as one" and United Nations Development Assistance Framework roll-out and crisis/post-crisis transition countries as strategic entry points for introducing the next generation of reform instruments.

"Delivering as one" and United Nations Development Assistance Framework roll-out

23. Over the coming four years, the United Nations development system will strategically reposition itself in most programme countries by developing new United Nations Development Assistance Frameworks. UNDG will seize this opportunity to encourage countries to adopt the "Delivering as one" approach based on standard operating procedures and to improve the Framework as a strategic framework in all countries.

24. The next generation of United Nations Development Assistance Frameworks will promote a better division of labour with lighter, more flexible working arrangements focused on delivering and measuring results to respond coherently to national priorities, challenges and needs. Financial information will be consolidated in common budgetary frameworks and UNDG will simplify the Framework process and time frame to reduce the workload of stakeholders and improve focus on results. Likewise, UNDG member entities will further simplify and harmonize agency-specific programming instruments and processes in alignment with the Framework.

25. UNDG will support countries that choose to adopt the "Delivering as one" approach with an integrated package of support based on standard operating procedures, which will enable United Nations country teams to fully and successfully implement the approach under national leadership. The second generation of "Delivering as one" and improved United Nations Development Assistance Frameworks will be firmly focused on results, accountability and reduced transaction costs, including through complementary reform measures at the corporate level.

Crisis and post-crisis transition

26. UNDG will provide coherent support to sustainable recovery through enhanced coordination among operational activities for the development, humanitarian assistance and peacebuilding efforts of the United Nations system, in accordance with agencies' respective mandates, and incorporation of needs and specificities of countries into their development processes and programmes. This will include an emphasis on building resilience by developing systems and capacity to reduce risks and vulnerabilities. UNDG will also pursue enhanced coherence and coordination of United Nations funding instruments.

V. Making the strategic priorities operational

27. The strategic priorities for 2013-2016 will be developed and implemented in close collaboration with the other two pillars of CEB (the High-level Committee on Programmes and the High-level Committee on Management) so as to ensure

maximum coherence among the priorities, strategies and workplans of UNDG and the two committees.

28. The strategic priorities will be reviewed in 2015 and adjusted as necessary in the light of the new post-2015 development framework. UNDG will report on their implementation and assess their impact by the end of 2016. The strategic priorities are made operational through two biannual UNDG workplans for achieving country-level, regional-level and system-level priorities, with clearly defined roles, responsibilities, targets and timelines. The first UNDG workplan covers the period from 2013 to 2014.

29. In accordance with the management and accountability system, the strategic priorities are implemented by the UNDG working mechanisms, regional UNDG teams, resident coordinators and United Nations country teams, the Development Operations Coordination Office and UNDG member entities. UNDG will identify and regularly review appropriate working-level mechanisms to support the implementation of the strategic priorities in the most effective way.

Development Operations Coordination Office

30. The Development Operations Coordination Office has been independently reviewed and functionally realigned to ensure provision of the required support to the United Nations development system. It performs three critical functions for UNDG and the resident coordinator system: it provides focused policy coordination and technical support to the global work of UNDG; it provides support to the regional UNDG teams and resident coordinators and United Nations country teams; and it gathers evidence and data on events in programme countries to feed into UNDG analytical work and decision-making.

Regional United Nations Development Group teams

31. The six regional UNDG teams play a critical role in driving the strategic priorities by supporting United Nations country teams with strategic priority-setting, analysis and advice based on their four core functions: providing technical support to United Nations country teams; undertaking quality assurance of United Nations Development Assistance Frameworks; managing the performance of resident coordinators; and troubleshooting in difficult country situations. They will provide reinforced support to United Nations country teams for strategic priority-setting and addressing cross-fertilization of best practices among countries to ensure that United Nations operational activities are rendered to maximum effect and are consistently aligned with national priorities in areas of the Organization's comparative advantage.

Resident coordinators and United Nations country teams

32. Resident coordinators and United Nations country teams will implement the strategic priorities by identifying the national policies, programmes and capacity development gaps and challenges to which the United Nations system can best contribute under national ownership and leadership by mobilizing the full range of mandates and expertise of the United Nations development system.

Strategic priorities

- **Millennium Development Goal/internationally agreed development goal achievement:** support countries in accelerating achievement of the Millennium Development Goals and internationally agreed development goals and treaty obligations with equity by according priority to poverty eradication guided by national development priorities
- **Post-2015 agenda:** facilitate broad-based engagement in the global dialogue on the post-2015 development agenda, building on the experience of the Millennium Development Goals and core United Nations principles of human rights, equality and sustainability, linking to national development priorities and strategies
- **Crisis/post-crisis transition:** help to build resilient societies and deliver effective support for sustainable recovery in crisis and post-crisis countries by ensuring mutually reinforcing linkages between the political, development, humanitarian, rule of law, human rights and social and security dimensions of United Nations engagement
- **National capacity development and development effectiveness:** strengthen support for national capacity development, including through upstream policy and programme advice, incentivizing the use of national systems, sharing of good practices and lessons learned, and strengthening the normative approach and operational linkages, including human rights and gender equality

"Delivering as one"/United Nations Development Assistance Frameworks	
Support the next generation of "Delivering as one" through strategic, simplified United Nations Development Assistance Frameworks focused on results and an integrated package of support based on standard operating procedures that are aligned with national needs, priorities and systems	Provide coherent support to sustainable recovery through enhanced coordination and incorporation of needs and specificities of these countries in development programmes and processes

Strategic approaches
to ensure that the United Nations development system is more relevant, coherent, efficient and effective in its support to developing countries

Promote a coherent results culture throughout the entire United Nations development system	Ensure the functioning of the resident coordinator system as participatory, collegial and mutually accountable	Accelerate simplification and harmonization of business practices in conjunction with the High-level Committee on Management	Foster effective partnerships
➢ Develop and sustain a strategic and coherent results culture throughout the United Nations development system ➢ Ensure that United Nations country teams support national strategies and report system-wide results to national authorities ➢ Develop effective, simplified tools for joint programming/ United Nations Development Assistance Frameworks ➢ Maximize use of improved common results-based management planning, monitoring, evaluating and	➢ Implement and monitor the management and accountability system ➢ Ensure that the United Nations system has the correct mix of capacities and skills; improve selection, training, appraisal and retention of staff ➢ Ensure that countries benefit from the full range of United Nations system mandates and resources, including non-resident agencies ➢ Improve system capacity to deploy knowledge and know-how	➢ Maximize use of common, consolidated support services ➢ Invest in intra-agency rationalization of business operations ➢ Align and harmonize rules, policies and procedures in finance, human resources, procurement, information and communications technology, etc. ➢ Harmonize cost classification ➢ Develop cost-recovery frameworks with the goal of full cost recovery ➢ Accelerate progress in deepening coordination	➢ Strengthen cooperation and coordination among development activities, humanitarian assistance and peacebuilding efforts ➢ Strengthen normative and operational linkages and ensure coherence with all pillars of the United Nations system and CEB ➢ Mainstream South-South and triangular cooperation ➢ Strengthen operational partnerships with other multilateral organizations, including the World Bank ➢ Strengthen cooperation with regional entities ➢ Support inclusive

reporting tools ➢ Promote joint funding approaches, including through common budgetary frameworks and improved joint funding mechanisms ➢ Strengthen independent system-wide evaluation ➢ Increase incentives and support for coherence, quality assurance and results	➢ Ensure that the United Nations system remains responsive to varying country needs and contexts and is guided by national priorities ➢ Ensure system-wide cost-sharing of the resident coordinator system; provide financial, technical and organizational support ➢ Delegate authority from headquarters to country-level representatives	with Secretariat entities ➢ Establish cost-effective common premises where possible ➢ Reduce transaction costs for all stakeholders through strategic application of joint funding mechanisms	cooperation between stakeholders at the country level ➢ Engage with Member States to improve the quantity of core funding and the quality of non-core funding

Annex III

Strategic vision of the High-level Committee on Programmes

Background

1. The High-level Committee on Programmes held a retreat session at the Greentree Estate in Manhasset, New York, on 4 and 5 October 2012, following its regular twenty-fourth session on 3 October.

2. The Committee had identified the need for a retreat at its twenty-first session. The Committee saw great value in strengthening its capacity to assist the United Nations System Chief Executives Board for Coordination (CEB) in identifying and responding to the emerging programmatic issues of concern to the entire United Nations system. In that context, members stressed the importance of strengthening the interface and linkages between the Committee and CEB, and the need for greater collaboration among the three pillars of CEB, in particular in ensuring coherence among the policy, programmatic, management and operational dimensions of the Board's work.

3. Subsequently, at its twenty-third session, the Committee reaffirmed that the policy coherence role of the Committee needed to be reviewed, along with the Committee's forward-looking workplan and working methods. Members also observed that the Committee had under consideration a number of agenda items that merited a deeper reflection to ensure coherent and collective action by the United Nations system. Finally, the timing of a retreat in October 2012 would permit the Committee to contribute to the ongoing second phase of the CEB review of its role and functioning.

4. The retreat session focused on three deliverables: (a) delineation of priorities until 2015; (b) agreement on working methods and accountability structures; and (c) contribution to the CEB review. The session was divided into three segments, focusing on the role and functioning of the Committee, emerging priorities and the way forward.

5. The Committee's consideration of these issues was informed by two papers, one containing its terms of reference and rules of procedure as adopted in 2008, following the first phase of the CEB review, and the second setting forth policy options and questions to stimulate a discussion by the Committee on emerging strategic issues. The Committee also had before it the terms of reference for the second phase of the CEB review.

6. In addition, on 4 October the Deputy Secretary-General joined the Committee for a discussion of challenges facing the international community where a principled and pragmatic United Nations system could make a signal contribution. The Committee also benefited from the presence of Amina J. Mohammed, Special Adviser to the Secretary-General on Post-2015 Development Planning, and the newly appointed Assistant Secretary-General for Economic Development, Shamshad Akhtar.

Terms of reference and methods of work

7. Committee members reaffirmed the value and validity of its 2008 terms of reference, which set forth two key functions: (a) system-wide follow up of intergovernmental decisions and (b) scanning and identification of emerging programme issues requiring a system-wide response.

8. With regard to the former, the Committee had taken up the issue of follow-up to the Conference at its regular session. Looking ahead, however, the Committee agreed to recommend that CEB consider as a priority issue the measures necessary to ensure a well-coordinated and coherent system-wide preparation for the post-2015 process. In that regard, there was a need to ensure convergence of the various strands of activity moving forward into 2013 and beyond. Given the importance of forward planning, it was agreed that the CEB secretariat should compile and maintain a five-year rolling calendar of major events for the United Nations system.

9. As for emerging issues, the Committee stressed in particular its role in preparing for CEB sessions on ahead-of-the-curve issues of global significance. Its work in preparing the joint crisis initiatives in response to the global financial and economic crisis was illustrative of that approach.

10. In carrying out both those functions, Committee members emphasized the importance of giving special attention to policy areas for which no lead agency had been identified. Its important work in developing a system-wide approach to the issue of climate change was highlighted as an example of that approach. Committee members also underscored the importance of being strategic in selecting those issues for which the Committee was the appropriate CEB pillar, including facilitating policy oversight of inter-agency mechanisms in the programme area when such function was required. It was noted, for example, that the Chair of the Committee had been requested by the CEB Chair to continue leading efforts to develop the Oceans Compact implementation note.

11. Reflecting further on the terms of reference, the Committee also agreed that more efforts needed to be made to foster dialogue and propose ways to strengthen collaboration and interaction with the private sector, semi-governmental and non-governmental organizations and other parts of civil society in furtherance of agreed system-wide goals.

12. With respect to methods of work and meetings management, the Committee made a number of recommendations, many aimed at reducing the time devoted to transactional items so as to have more in-depth policy discussions, for example by:

(a) Considering inviting external speakers to provide inputs for specific parts of the Committee's discussions in future, as appropriate;

(b) Exercising strict discipline in keeping to a minimum information items that could be dealt with through other means, including e-mail;

(c) Handling transactional items between sessions through electronic means and the use of video/teleconferencing, to the extent possible;

(d) Holding regular retreat meetings and providing for the continued representation of officials from the United Nations Development Group and the High-level Committee on Management;

(e) Ensuring that Committee representatives be at a senior level of responsibility and entrusted by their executive heads to take decisions on their behalf.

Emerging priorities

13. In determining issues for future consideration, members reflected on areas where the Committee could add the most value in supporting CEB as the apex body for coordination of the United Nations system. In that regard, members first assessed where the Committee had been most effective over the past years and identified factors that had contributed to those achievements. Members stressed the need to enhance the Committee's effectiveness in its advisory role to CEB and looked to CEB for clear guidance and feedback.

14. The Committee took note of the major shifts in the global landscape, as noted in the Five-Year Action Agenda of the Secretary-General, which underscored the importance of the United Nations system taking forward integrated solutions to the challenges of development, peace and human rights, building on its strengths as a forum for universal dialogue and as a setter of new norms, processes and structures for international cooperation.

15. In examining the current global context, many members highlighted the important demographic shifts that were taking place and the implications for all segments of the population, in particular youth and the ageing. Related to that were a myriad of issues that touched upon human security in all of its dimensions, not least access to safe water and sanitation, food and nutrition security, land tenure, gender equality, migration, rule of law and the protection of human rights, conflict prevention and the atmospheric and oceans commons. The critical importance of equity and quality (e.g. in education) was highlighted throughout as a thread that should be woven into the consideration of any issue chosen for further work.

16. Concern was expressed about the constraints implicit in a global governance structure that tended to operate in policy silos and lacked effective compliance mechanisms. Related to that were issues of accountability and realities facing the United Nations system in relation to the current funding architecture and future funding trends. Those factors raised urgent issues of repositioning and reforming the system and addressing public perceptions of the ability of the United Nations to meet global challenges.

17. It was recognized that the organizations of the United Nations system needed to harness the full power of multi-stakeholder partnerships, referred to in the Action Agenda as enablers for transformative change. The Committee could provide an important forum to support and promote innovation in multi-stakeholder partnerships using new technologies, including social media.

18. The critical contribution of normative agenda/evidence-based analysis was also stressed. The Committee could in that sense also contribute to the repositioning of the United Nations system as a more effective instrument in support of the requirements of all Member States. As such, it would help develop global solutions that were seen to be in nations' own interests.

19. Committee members strongly wished to avoid duplicating ongoing processes, such as those related to the post-2015 development framework. On the contrary, they stressed the importance of the Committee's role in support of CEB in driving

greater policy coherence, cost efficiencies, accountability and knowledge sharing. The Committee agreed to be guided by a flexible "convergence-coherence" approach whereby it would mobilize all its resources around an issue in relation to which it could make a useful contribution over the long term, namely towards and beyond 2015.

20. Regarding the way forward, the Vice-Chair would be leading a small group of members in a further delineation of a flexible, multi-year programme of work for endorsement by the Committee and CEB. That programme of work would be linked to a repositioning of the United Nations system to heighten its effective and coherent joint action.

Appendix

Issues note by the High-level Committee on Programmes

I. Background to the retreat

1. The High-level Committee on Programmes held a retreat on 4 and 5 October 2012, following its twenty-fourth session, to discuss in depth the performance of the Committee and how to strengthen its role in assisting the United Nations System Chief Executives Board for Coordination (CEB) in identifying and responding in a proactive and forward-looking manner to emerging policy and programmatic issues of concern to the entire United Nations system. The retreat presented an opportunity for Committee members to reflect in depth on emerging strategic issues that the Committee needed to address. As part of those deliberations, the Committee also examined the strengths and weaknesses of its working methods and relations with other subsidiary CEB bodies, with a view to contributing to the continuing second phase of the review of CEB.

2. The Charter of the United Nations, built on the three pillars of peace and security, development and human rights, together with the treaties, declarations and outcome documents of major United Nations conferences, provides the mandate and the normative basis for the work of the United Nations system. Within that framework, the Committee is charged with maximizing synergy, responding to intergovernmental decisions, identifying emerging issues requiring a system-wide response and fostering the system-wide normative and policy coherence throughout the policy and programmatic work of all its constituent members. To those ends, the Committee adopted in 2012 a regular agenda item on human rights-based policy coherence and regularly considers the implications of human rights-based approaches for its work.

3. The present note outlines the selected priority issues that the Committee proposes to address over the coming two to three years with a view to putting forward appropriate actions for consideration by CEB. The issues will form the core of a three-year rolling programme of work for the Committee, which will nonetheless remain sufficiently flexible to enable the Committee to respond to direct requests from CEB for input on other matters and to continue its mandated role in system-wide follow-up on intergovernmental decisions. CEB input to and guidance on these matters is sought.

II. Criteria for the choice of priorities and objectives of the Committee's engagement

4. The issues considered by the Committee fall into three broad categories: longer-term strategic issues (e.g. elaborating a new concept of balanced sustainable development or contributing to the post-2015 development framework); substantive issues of a broad, cross-cutting nature (such as accountability or the rule of law) or issues more sectoral in nature (such as water, energy or demographic dynamics); and United Nations-specific issues linked to its fitness for purpose (such as engagement with other stakeholders, the architecture of funding for the operational activities of the United Nations system and reforming and repositioning the system as a whole to deal effectively with future challenges).

5. The choice of the specific issues identified below reflects the application to a wide range of important issues of system-wide concern of a set of criteria for deciding on and prioritizing the Committee's possible areas of engagement, which were discussed at length during the retreat. Those criteria include:

(a) The issue is one in which the Committee could contribute to the normative and policy coherence of work of the United Nations system and promote the integration of the three pillars of the Charter in that area;

(b) The issue is intrinsically forward-looking, systemic and cross-cutting in nature;

(c) The issue requires collective action for which no effective mechanism exists within the United Nations system;

(d) The issue crosses institutional boundaries, is of system-wide relevance with multidimensional implications and successful United Nations engagement requires a system-wide response;

(e) There is clear value added by the engagement of the United Nations system as a whole in the issue, and its contribution is critical or highly relevant relative to that of other actors;[1]

(f) There is no natural lead agency within the United Nations system to direct, coordinate and ensure the policy and programmatic coherence of the system's work on the issue;

(g) The timing is right to carry an issue forward, i.e. there is sufficient interest throughout the United Nations system and among Member States in a given issue (or the problems associated with that issue have become sufficiently pressing) that a CEB position or guidance on the issue would be timely and have greatest chance of mobilizing a common and coherent course of action on the part of the entire United Nations system, in addition to influencing positively the deliberations of Member States.

6. The Committee's engagement should be highly selective and limited to two or three issues at a given time, which would allow for in-depth consideration and ensure that the Committee can formulate actionable proposals for consideration by CEB. The engagement with any given issue should be analytical, issues-oriented, forward-looking and specifically designed to promote system-wide policy coherence, thereby overcoming institutional silos, duplication and gaps.

[1] The added value of the Organization's contribution can have many aspects. It can reside in the United Nations system's specific expertise or experience in the matter; it can be the synergy that results from aggregating and coordinating processes throughout the entire system; it can consist of defining a feasible framework for addressing longer-term issues or bringing together the normative and operational aspects of a given issue and helping Member States to combine them effectively in policy formulation. For CEB more specifically (and by extension, the Committee), the added value could consist of highlighting the linkages among issues so as to facilitate a coherent approach throughout various domains; offering a bridge between the intergovernmental and the inter-agency arms of the United Nations system; and, more fundamentally, ensuring the policy, programmatic and operational coherence of United Nations processes in any given area, the avoidance of wasteful duplication of effort and the adoption of a common "One United Nations" approach.

III. Identification of priorities

7. Committee members identified a range of emerging issues warranting consideration within the United Nations system over the coming few years. Two were longer-term, strategic issues: contributing to the system-wide work on the post-2015 development agenda and to the convergence between the Millennium Development Goals and the future sustainable development goals; and reflecting on how the United Nations system should reposition itself strategically to best support the implementation of this agenda, taking into account the world's changing geopolitical, social, environmental and economic realities.

8. Members also discussed a range of cross-cutting thematic or sectoral issues that should be treated as constituent elements of an overall strategic vision and handled within a rolling agenda. They included:

(a) The problem of widening inequality and inequity within and among countries;

(b) The need to deepen the sense of accountability at the national, regional and global levels;

(c) Promoting the rule of law as the foundation for peace, security, development, the realization of human rights and all State and global action;

(d) Addressing the implications of domestic and international migration in all its aspects;

(e) Dealing with the impact of demographic dynamics, in particular the youth bulge, and with rapidly ageing populations;

(f) Addressing effectively the development concerns of middle-income countries;

(g) Addressing the various issues surrounding land (land rights, tenure, usage) and continuing system-wide work on the entire complex of issues surrounding food and nutrition security;

(h) Advancing the common agenda in the areas of energy, water and oceans.

9. The Committee agreed to focus initially on contributing to the system-wide work on the post-2015 development agenda and on the thematic issues of inequality and accountability.[2]

[2] With regard to the strategic repositioning of the United Nations system, it was agreed that defining an effective contribution by the Committee would depend largely on the outcomes of the continuing quadrennial comprehensive policy review process, which the Committee, together with the High-level Committee on Management and the United Nations Development Group, will support fully. The Committee's engagement in this area would be formulated as part of the follow-up to the quadrennial comprehensive policy review, but could also encompass such aspects as the governance of the multilateral system; the current funding architecture and the implications of the shift in the patterns of development financing for funding the United Nations system's current and future operational activities for development; a review of relevant aspects of development cooperation (e.g. engagement with emerging and middle-income countries); a re-examination of the United Nations system's functions, the increasingly important partnerships with other stakeholders in the private sector and civil society, and organizational structures from the perspective of their effectiveness in supporting the post-2015 agenda; and improving the

A. Work on the post-2015 development framework

10. There was broad agreement among Committee members that the Committee should support the multitrack structure of the post-2015 preparatory process and foster greater coherence and effectiveness in the work under way. With the United Nations System Task Team on the Post-2015 Development Agenda taking the lead in supporting the Secretary-General and with the Special Adviser to the Secretary-General on Post-2015 Development Planning and the inter-agency working group fully engaged in the technical work of supporting the Open Working Group on Sustainable Development Goals, the High-level Panel on the Post-2015 Development Agenda, through the ex-officio membership of the Special Adviser to the Secretary-General on Post-2015 Development Planning, and the national and regional consultations around the post-2015 process, the Committee could focus on preparing a proposal for rationalizing and enhancing the coordination and coherence of support for the system's substantive preparations for the post-2015 development agenda.

11. Specifically, the Committee should prepare for CEB consideration a compelling narrative on the need for convergence of the Millennium Development Goals/sustainable development goals as part of the preparations for the post-2015 development agenda and elaborate a proposal to ensure system-wide convergence and coherence and the United Nations system's positioning in this matter. A central element of this narrative will be to articulate a new and broader concept of "development" (and the broad structural transformations that it involves) that widens the lens to include all countries, whatever their income levels. Such a conceptual framework for comprehensive and balanced sustainable development would go beyond the narrow traditional concept of North-South development cooperation. The objective will be to facilitate the convergence of the United Nations system around this new concept, ensuring consistent messaging to inform the debate among Member States and other stakeholders and contributing to making the post-2015 development agenda a truly universal one, applicable to all countries, that will provide an effective implementation framework for achieving sustainable development and also take into account the principle of common but differentiated responsibilities. This conceptual work, based on the Organization's norms and standards, could contribute to defusing the tension perceived in some quarters between the Millennium Development Goals and the future sustainable development goals. As noted above, this work will focus on system-wide policy coherence and stress the link to the three pillars of the Charter.

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linkage between the humanitarian agenda and the broader development agenda and the supporting activities of the United Nations system. Among the thematic issues, it was noted that inter-agency processes were already under way in the areas of migration and demographic dynamism in preparation for the major conferences in those two areas planned for 2013/14. Committee-sponsored inter-agency processes are also under way in the area of energy, water and oceans. The Secretary-General's High-level Task Force on the Global Food Security Crisis is already leading inter-agency work on food and nutrition issues. In view of recent General Assembly resolutions on the rule of law (resolution 67/1) and middle-income countries (resolution 66/212), the guidance of CEB will be sought on possible Committee engagement in those areas.

B. Thematic issues: inequality and inequity

12. Many observers, including within the United Nations system, have pointed to the phenomenon of widening inequalities (both within and among countries and regions) that has accompanied the acceleration of the globalization process over the past three decades. Increasing disparities of income are but the most visible manifestation of this adverse trend. The problems of inequity and inequality are multidimensional and its various aspects are closely interlinked. The consequences of a continuation of this trend are grave. Widening inequality can tear the entire fabric of society, leading to conflict and widespread deprivation. More fundamentally, widening inequality undermines the ability of a country to secure all the human rights of its people.

13. All United Nations agencies, whatever their area of mandate and expertise, are confronted with various dimensions of this problem. There is, however, no one agency or mechanism in place charged with securing a coherence of approach throughout the multiple dimensions. Moreover, given that the problems of inequality affect virtually all countries at all stages of development and income, they cannot be adequately addressed through the existing coordination mechanisms of the "One United Nations" approach.

14. The Committee therefore sees considerable added value in tackling this priority issue. For example, as a first step, it could coordinate a detailed assessment by each member agency of the various dimensions of the inequality and inequity that it encounters in its work, together with an analysis of both the major factors that explain the trend and of the inward and outward spillovers from and to other dimensions. Members would then formulate possible policy and other measures to address these specific dimensions of inequality and inequity and, in coordinated discussion with other members, identify approaches that are mutually reinforcing throughout the various dimensions. Effectively addressing inequality is a cross-cutting imperative that should be a core objective of the entire post-2015 development agenda.[3]

C. Thematic issues: accountability

15. Although there exists an impressive body of United Nations-sponsored global agreements addressing issues ranging from climate change to gender equality and women's empowerment, with corresponding commitments by individual Member States, the record of implementation is uneven. This gap between commitment and implementation, and the lack of accountability therefor, may be due to a variety of country-specific factors. There are, however, few effective ways of monitoring compliance by Member States with commitments or system-wide mechanisms in place that contribute to a more effective framework for accountability put at the disposal of Member States. Moreover, as in the case of inequality, implementation gaps are a cross-cutting phenomenon affecting all agencies and areas, meaning that the implementation gap also undermines the traction of the Organization's norm-setting function and the perception of the system's overall effectiveness. It is

[3] Indeed, the United Nations System Task Team on the Post-2015 United Nations Development Agenda concluded that the post-2015 agenda should be built on the three core principles of human rights, equality and sustainability.

incumbent upon the United Nations to find ways to help Member States to overcome this gap, while simultaneously re-establishing its relevance to Member States and cementing its normative position at the heart of the global system. One possible approach available to United Nations agencies is to foster a deeper degree of coherence in national policymaking by emphasizing the symbiosis between the national self-interest of Member States and the global goals and aspirations embodied in international agreements in various areas. The advocacy of CEB in this respect could play a significant role.

16. The Committee could take a first step in enhancing the United Nations system's ability to encourage and support the implementation by Member States of international agreements by first assessing the gaps in implementation in all areas, identifying obstacles and bottlenecks in implementation and analysing the common factors that impede effective implementation. The member agencies of the Committee could then proceed to formulate policy advice to address the bottlenecks with the underlying objective of promoting a greater degree of coherence of approach, both within the United Nations system itself and at the national level. This work could gradually be extended to a reflection on appropriate benchmarks of progress and effective monitoring and evaluation mechanisms in each area to measure and encourage progress and deepen accountability at the national level, where global agreements are implemented. Once again, a coherent approach to this issue would also contribute directly to strengthening the design of the post-2015 development agenda and the likelihood of implementation, including through a sober assessment of the means of implementation required at the national, regional and global levels.

IV. Conclusion

17. The Committee seeks the views of CEB on the conclusions of its retreat; on the overall approach presented herein and the criteria chosen by the Committee to identify emerging issues of cross-cutting and system-wide concern; and on the priority areas identified for possible engagement by the Committee over the medium term and for immediate consideration. The Committee also wishes to take this opportunity to seek guidance from CEB on the type of contribution that it expects from the Committee and the areas and issues that it would wish the Committee to work on in the near term.

18. Building on this guidance, the Committee will decide on the appropriate working modalities for each issue, the specific topics to be covered and the expected output of the work in each area.